

CITY OF SACRAMENTO

ONE CITY, ONE FUTURE

Priorities Strategic Workplan v1.1

Fiscal Year (FY) 2025/26 Fourth Quarter Update

Priorities Strategic Workplan Update | July 10, 2026

Office of the City Manager

FY2026/27 CITY COUNCIL PRIORITIES

Economic Development

Public Safety

Homelessness

About This Update

This strategic planning framework reflects the sustained effort of City departments who have been meaningfully engaged in this process since October 2025 while simultaneously developing budget reduction strategies for FY2026/27 and running their daily operations. Their willingness to invest time and energy in this work, under those conditions, deserves explicit recognition.

This document presents the first update on the City's development of a strategic workplan to advance the City Council's FY2026/27 Priorities.

This is the first phase of a performance management framework that the City has not had in recent memory. It names the City Council **priorities** the Strategic Workplan is organized around, the **vision** for each, the **objectives** departments are aiming toward, and the **strategic initiatives** currently or soon-to-be underway. **Performance measures** will be added once departments have gathered past data or determined a new dataset is needed

This work is proceeding deliberately. **It is more important to build this right than to build it fast.** Departments are co-creating the framework to understand it, own it, and ultimately use it to make better decisions. That takes time, training, and trust. The current development pace reflects that commitment.

While the City is still in a planning and design phase, **progress is actively happening.** Priorities are already being advanced. Initiatives are underway. The work documented here is a real-time picture of what City departments are doing right now.

Racial equity is foundational to this framework. Pursuant to Council Resolution 2024-0354, this Strategic Workplan operationalizes the City's commitment to closing gaps in outcomes so that race does not predict a resident's experience of City services.

This version 1.1 (v1.1) document reflects where the City's strategic planning framework stands as of **July 2026**. It was updated from v1.0 to reflect City Council feedback provided at the May 5, 2026 Council meeting and will continue to be updated on a regular basis as key results and performance measures are developed, implementation progresses, and the framework is refined.

Council will receive quarterly updates on implementation progress, beginning later in 2026. Each update will report on milestone completion, emerging data, and any adjustments to the framework.

The Framework

The City's strategic planning framework is a streamlined hierarchy that links long-term direction to execution. It begins with three **Priorities**, each defining a resident-facing opportunity and supported by a **Vision** that describes the desired future state. Within each priority, **Focus Areas** organize the work. **Objectives** establish departmental commitments, and **Strategic Initiatives** translate those commitments into coordinated bodies of work. Together, this structure ensures that day-to-day efforts are aligned with the City's highest priorities and intended community outcomes.

PRIORITY One of three resident-facing opportunities the City is organizing its resources and efforts around.

VISION The long-term aspiration for what Sacramento will become if this priority is achieved.

FOCUS AREA A thematic grouping that organizes related objectives and initiatives within each priority.

OBJECTIVE A directional commitment describing what a department will work to achieve.

STRATEGIC INITIATIVE A body of work that advances the objective, led by one or more City departments.

One City, One Future

The City is building a performance management ecosystem in which the City’s priorities, plans, and results are all connected and visible. That ecosystem has three components.

Council Priorities

THE WHAT

The three priorities — Economic Development, Public Safety, and Homelessness — established by City Council represent the resident-facing commitments. They set the direction.

City Manager’s Strategic Workplan

THE HOW

This is the strategic planning framework that translates Council priorities into organizational action. It names vision statements, objectives, and the initiatives departments are advancing to get there. It answers: what are we doing and why does it matter?

SacramentoSTAT

THE PROCESS

The performance management infrastructure that will make accountability real: public dashboards tracking results, regular stat meetings where department heads present data and answer questions, and relentless follow-up on areas for improvement.

How SacramentoSTAT Works

SacramentoSTAT is the City’s next-generation performance management system, rooted in the PerformanceStat model adopted by cities across the country. It is built around a simple premise: when leaders have to show up regularly with data and answer questions in front of their peers, performance improves. Core elements include the following.

Accurate & Timely Data

Internal performance dashboards updated on a regular cadence, tracking whether initiatives are delivering results.

STAT Meetings

Regular structured meetings where department heads present data, discuss trends, and respond to questions from the City Manager and a leadership panel.

Relentless Follow-Up

Commitments made in stat meetings are tracked and revisited. Action items come back with updates, until resolved.

Public Transparency

Results are made visible to residents through public-facing dashboards, so residents can see whether City services are working.

What It Looks Like

The framework currently presented to Council reflects the qualitative layers of the plan. The example below shows what one complete strategic planning “stack” looks like **when all layers are in place**, including the measurement components that will be developed later in 2026.

PRIORITY	Economic Development
VISION	Be the best place in California to do business through policies and investments that retain and create quality jobs, improve the health and vitality of our communities, and support the responsible development of all of Sacramento’s neighborhoods.
FOCUS AREA	Vibrant Destination
OBJECTIVE	Residents and visitors have access to a diverse and evolving mix of food, entertainment, arts and culture, and leisure experiences across districts grounded in Sacramento identity, culture, and history.
STRATEGIC INITIATIVE	8. Streamline Entertainment Permitting: Modernize and align the City's permitting and regulatory framework to improve consistency, predictability, and efficiency for entertainment, cultural, and creative businesses.
KEY RESULTS	• Increase applicant-reported consistency in the permitting experience across entertainment activities. • Increase the share of applicants with clear expectations regarding permitting requirements, timelines, costs, and review processes. • Increase City departments’ use of standardized business processes that improve coordination and consistency. • Applicants and City staff spend less time navigating and administering the permitting process.
MILESTONES	Online permitting portal launched (end of Q2); online communications platform launched (end of Q3); cross-department business framework adopted (end of Q2).
PERFORMANCE MEASURES	Applicant average rating of consistency/fairness across permitting process; reduction in variance for similar permit types; percent of applicants reporting understanding of requirements, timelines, and costs; percent of applications completed without requiring resubmission/revision; average applicant time spent; average staff member time spent per application.

This structure is subject to change as the framework is further developed.

A Note on Data Gaps and Capacity

Historically, the City has collected volumes of data on activities: how many calls were answered, how many permits were issued, how many people were served, etc. Due to limited capacity, the City has collected far less outcome data: whether those activities actually made a difference for residents.

This is a known gap and is part of building this framework credibly. **We anticipate identifying data gaps early in this process.** For many initiatives, the tools and methods needed to demonstrate impact do not yet exist and will need to be developed at the start of the program (not after completion).

Building this capacity is an enterprise-wide opportunity to strengthen how the City learns, measures progress, and delivers results. It will be powered by a shared commitment across departments, program staff, and the City's IT Data and Analytics Office — working together as one City.

The City's **Data Strategy and Governance Plan** offers the standards, guidance, and structure to help us identify meaningful outcome measures and illuminate data gaps. Realizing this vision will grow through collaborative participation, strengthened staffing capacity, and thoughtful alignment of future resources, **ensuring the City is equipped to measure what matters most for our residents.**

FY2026/27 Priorities Strategic Workplan¹

PRIORITY 01

Economic Development

VISION *Be the best place in California to do business through policies and investments that retain and create quality jobs, improve the health and vitality of our communities, and support the responsible development of all of Sacramento's neighborhoods.*

FOCUS AREA **Jobs & Economic Mobility**

OBJECTIVE

Residents across all neighborhoods have access to more high-quality employment and economic advancement resources.

STRATEGIC INITIATIVES

1

Enhance Business Attraction, Retention, and Expansion

Enhance business attraction and retention centered on increasing high-quality jobs and tax base.

Lead: EDD | **Supporting:** FIN, CTO, CDD, DOU, PW, DCR

2

Expand Human Capital Development

Facilitate workforce development and financial empowerment programs that support the creation of career pathways and economic mobility.

Lead: EDD | **Supporting:** YPCE, CCS, IT, DOU

¹ Acronyms are used to identify lead and supporting departments. Please refer to the appendix for a department key.

3

Grow Targeted Industries

Develop an industry-focused business attraction and retention strategy that builds on recent regional economic development work and identifies growth sectors and opportunities for Sacramento.

Lead: EDD | **Supporting:** CDD, CCS

4

Support and Grow Small Business

Support for growing Sacramento's small business and entrepreneurship ecosystem through project support, data analysis, technical assistance, grants, and intentional partnerships with cultural business chambers (e.g., Hispanic, Black, and Asian chambers) to deliver culturally competent support and address language access barriers for diverse, family-owned, and immigrant-owned small businesses.

Lead: EDD | **Supporting:** CDD, CCS, Fire, PD, DCR

FOCUS AREA Neighborhood and Commercial Development

OBJECTIVE

Development timelines are reduced through streamlined approval processes and underutilized properties are converted to productive use, expanding housing supply and economic opportunity across Sacramento neighborhoods.

STRATEGIC INITIATIVES

5

Streamline Development Approval Processes

Identifies and implements improvements in the City's development and approval process to reduce timelines and increase predictability.

Lead: CDD | **Supporting:** PW, DOU, Fire, IT, EDD

6

Advance Transformative Catalytic Development

Advance major development projects and public-private partnerships, including The Railyards, Old Sacramento Waterfront, Sacramento Valley Station, the former arena site, and 102-acre site, supported by reliable public infrastructure.

Lead: EDD | **Supporting:** PW, CDD, FIN, DOU

7

Activate Vacant and Underutilized Public and Private Properties

Pursue opportunities to develop City-owned developable vacant underutilized parcel and encourage development of private underutilized properties to bring them to productive use.

Lead: CDD, EDD | **Supporting:** PW, YPCE, CCS, DOU, Fire

FOCUS AREA Vibrant Destination	
OBJECTIVE	Residents and visitors have access to a diverse and evolving mix of food, entertainment, arts and culture, and leisure experiences across districts grounded in Sacramento identity, culture, and history.
STRATEGIC INITIATIVES	
8	Streamline Entertainment Permitting <i>Modernize and align the City’s permitting and regulatory framework to improve consistency, predictability, and efficiency for entertainment, cultural, and creative businesses.</i> Lead: CCS Supporting: EDD, PD, PW, CAO, IT, YPCE, Fire, HR
9	Support and Expand the Creative Economy <i>Expand access to capital, space, and business and professional development resources to grow and scale creative enterprises, increase creative production, and strengthen Sacramento’s creative economy.</i> Lead: CCS Supporting: CTO, EDD, CDD, PW, YPCE, CAO, HR
10	Strengthen the Waterfront-to-Convention Center Destination Corridor <i>Coordinate investments, activation strategies, and public realm improvements that strengthen connectivity, visitor experience, economic activity, and placemaking between the Old Sacramento Waterfront, Downtown Commons, K Street, and the SAFE Credit Union Convention and Performing Arts District..</i> Lead: EDD, CCS Supporting: CTO, DOU, PW, CDD
11	Advance Cultural District Development and Heritage Experiences <i>Develop and strengthen cultural districts as place-based hubs for cultural, historical, and creative activity by adopting code that allows for the establishment of such districts and associated benefits thereby enhancing destination tourism and commercial corridors.</i> Lead: CCS Supporting: CDD, EDD
12	Drive Economic Activity through Parks and Recreation Amenities <i>Increase activation and community collaboration, alongside coordinated efforts to address homelessness in parks, with focused investment and maintenance at regional/large parks and facilities to draw residents, support tourism, and create vibrant, inclusive public spaces.</i> Lead: YPCE Supporting: DCR

PRIORITY 02

Public Safety

VISION *Public safety in the City of Sacramento is the collective effort to protect life, uphold constitutional rights, prevent harm, and create the conditions where every person — especially our youth — can live, learn, work, and thrive without fear. It includes prevention, emergency response, preparedness, recovery, and the coordinated delivery of police, fire, medical, behavioral health, environmental, and community-based services.*

FOCUS AREA **Crime Reduction**

OBJECTIVE

Residents, businesses, and communities will be less impacted by crime and will benefit from strengthened community violence reduction programs.

STRATEGIC INITIATIVES

13

Reduce Crime through Data-Driven Strategies

SPD will employ data-driven strategies to proactively identify trends and allocate resources to reduce crime, fostering strong community partnerships and empowering residents to actively participate in crime prevention.

Lead: PD | **Supporting:** All Departments

14

Evaluate Community Violence Reduction Efforts and Develop Comprehensive Public Safety Strategies

Working with consultants and citywide staff to assess and evaluate current community violence reduction programs across prevention, intervention, and enforcement, leveraging external expertise to enhance overall effectiveness.

Lead: CMO | **Supporting:** PD, YPCE, CCS, EDD, CDD

15

Advance Youth Programs that Prioritize Public Safety

Prioritize youth engagement promoting skill development and stronger community partnerships, with focused efforts on youth thriving, safety, belonging, life skills, and job readiness with alignment across schools, Measure L-funded investments, and City public safety programs to align proactive investments with coordinated public safety responses.

Lead: YPCE | **Supporting:** PD

16

Strengthen Public Safety in Parks and Recreation Spaces

Safely increase activation and positive use of parks and recreation facilities through enhanced engagement with residents and community stewards, and coordination with public safety partners to address homelessness through coordinated outreach, service connections, and encampment management.

Lead: YPCE | **Supporting:** DCR, PD

FOCUS AREA Alternative Response**OBJECTIVE**

Residents experiencing barriers to care, behavioral health, substance use, or homelessness-related needs receive timely responses matched to the nature and acuity of their situation.

STRATEGIC INITIATIVES

17

Pilot Alternative Response Model

Pilot civilian led (DCR) and clinician paramedic mobile response (Fire) approaches for low acuity and nonemergency 911 calls, enabling evaluation of each model's effectiveness in diverting calls, improving care, and reducing engine company demand.

Lead: DCR/Fire | **Supporting:** PD

FOCUS AREA First Responder Quality & Trust**OBJECTIVE**

Communities experience positive relationships with first responders through transparent, ethical service and investment in employee development and wellness.

STRATEGIC INITIATIVES

18

Invest in Employee Development and Wellness

Provide professional development and advancement opportunities for employees while prioritizing mental health and wellness programs to support overall well-being.

Lead: PD, Fire | **Supporting:** HR

19

Strengthen Quality Police Services

Maintain and enhance trust and positive relationships with the community through transparent and accountable policing practices, tailoring strategies to meet the needs of Sacramento's diverse population.

Lead: PD | **Supporting:** CAO, OPSA

OBJECTIVE

The Sacramento Fire Department workforce reflects the diversity of the community it serves.

STRATEGIC INITIATIVES

20

Expand Diversity Outreach and Recruitment

Recruit from a broad and diverse talent pool by expanding outreach and connecting to communities that have been historically underrepresented.

Lead: Fire | **Supporting:** HR

FOCUS AREA Traffic Safety**OBJECTIVE**

Residents benefit from improved street safety conditions citywide through implementation of targeted, high-impact safety engineering improvements.

STRATEGIC INITIATIVES

21

Deliver Quick-Build and Interim Safety Projects

The Public Works Quick-Build Tactical Action Group will rapidly deploy interim, low-cost, high-impact safety engineering treatments such as striping modifications, signal timing adjustments, traffic calming measures, and visibility enhancements, prioritized using High Injury Network data and safety risk analysis to focus improvements on the City's highest-risk corridors.

Lead: PW | **Supporting:** PD

PRIORITY 03

Homelessness

VISION *Reduction of people experiencing homelessness and the associated community impacts through the creation of innovative, sustainable, and compassionate solutions.*

FOCUS AREA Long-term Housing Stability

OBJECTIVE

More people experiencing homelessness are connected to permanent supportive housing, meaningfully reducing the city's unsheltered population.

STRATEGIC INITIATIVES

22

Innovate Cost-Effective Solutions to Increase Housing for People Experiencing Homelessness

Convene affordable housing developers and housing partners to strategize cost-effective ways to increase housing for people experiencing homelessness through new construction, conversion, or other housing solutions.

Lead: EDD/SHRA | **Supporting:** CDD, PW, Fire, DOU

23

Implement the Street to Housing Encampment Resolution Pilot Program

Pilot a state Encampment Resolution Fund grant Street to Housing program which seeks to move encampment residents to housing through outreach, landlord engagement, rental assistance and housing stabilization case management for people experiencing homelessness.

Lead: EDD | **Supporting:** DCR

24

Compete for HomeKey+ Permanent Supportive Housing Opportunities

Support the development of permanent supportive housing projects in the City by partnering with private development to apply for state Homekey+ funding for potential projects.

Lead: EDD | **Supporting:** DCR, CDD, PW, Fire, DOU

OBJECTIVE	Households identified to be at high risk of homelessness are assisted with their housing instability through a unified, countywide prevention program.
STRATEGIC INITIATIVES	
25	Update the Countywide Homelessness Prevention Program <i>Update and expand the countywide prevention program that assists individuals identified to be at high risk of housing instability through a unified countywide prevention/diversion program that has a single access point using a strategically targeted approach. Strengthen explicit coordination with County behavioral health, public health, and human services to close gaps in upstream prevention.</i> Lead: DCR Supporting: EDD

FOCUS AREA Unsheltered Homelessness	
OBJECTIVE	People experiencing homelessness have access to safe, supported shelter options.
STRATEGIC INITIATIVES	
26	Expand and Evaluate Interim and Non-Congregate Shelter Models <i>Develop and expand cost-effective interim and non-congregate shelter options, including micro-communities and emergency sleeping cabin programs, to stabilize individuals and families experiencing homelessness while providing supportive services and pathways to permanent housing. Evaluate operational models to determine effectiveness, service impact, and scalability.</i> Lead: DCR Supporting: CDD, PW, FIN, DOU, Fire, PD
27	Develop and Operate Low-Barrier Outdoor Alternative Sites <i>Establish and operate Safe Camping and Safe Parking sites that provide legal, low-barrier outdoor living options with access to restrooms, scheduled showers, security, and supportive services, enabling safer conditions and structured pathways to shelter and housing.</i> Lead: DCR Supporting: PW, CDD, DOU, Fire, PD
28	Expand Clean and Safe Incident Management Team Services <i>Maintain robust dual mandate, coordinated interagency response to homelessness. Expand hours of operations to include parks, early morning cleanup and sidewalk power washing, as well as outreach and enforcement coverage for special events and weekends. Coordinate with regional waterway-agency partners to address canal and creek encampments and align response across jurisdictional boundaries.</i> Lead: DCR Supporting: PD, CDD, YPCE

FOCUS AREA Governance & Funding	
OBJECTIVE	The City and its regional partners operate under updated governance frameworks, strengthening cross-jurisdictional coordination.
STRATEGIC INITIATIVES	
29	Update the City/County Partnership Agreement <i>Provide a recommendation to Council containing enhanced service provision language, updated accountability frameworks, defined cost-sharing structures, and a plan for interagency data synchronization across City, County, District Attorney, and Public Health to enable measurable CARE Court and SB 43 outcomes — establishing the policy and contractual foundation for improved regional service coordination beginning in FY2027/28.</i> Lead: DCR Supporting: FIN, CAO
OBJECTIVE	Homelessness services are sustainably funded through secured state and federal grants.
STRATEGIC INITIATIVES	
30	Pursue and Administer Outside Homelessness Funding <i>Apply for available external housing and homelessness grant funds such as Homeless Housing, Assistance, and Prevention Program (HHAP) , Encampment Resolution Fund (ERF), Homekey+, Prohousing Incentive Program, and other relevant funding opportunities.</i> Lead: EDD, DCR
31	Establish Covered Entity Status and Administer Medi-Cal CalAIM-funded Community Support Services Program <i>Become a Medi-Cal CalAIM provider that provides reimbursable Community Support Services that can assist with program sustainment.</i> Lead: DCR

Implementation Roadmap

The City is utilizing a rolling wave planning approach with more detail in the short-term and less detail in the medium/long-term. Training and capacity building is the primary focus over the next six months. The remainder of the 24-month roadmap is outlined at a higher level, with the understanding that it will be refined as the framework matures.

This is a culture every employee builds, not just leadership. Setting the tone is the City Manager's and department heads' responsibility, but the framework only takes hold when line staff, analysts, and program managers also understand why this work matters, see themselves in it, and have real voice in shaping it. Training, coaching, and stat meetings are structured to build shared understanding at every level — so the people closest to the work are also closest to the decisions about how to improve it.

Next 6 Months: Training & Capacity Building

March / April 2026 (completed)	Leadership Orientation <i>Department Heads + City Manager / ACMs</i> Department heads received an introduction to SacramentoSTAT's purpose, planning hierarchy, and meeting expectations.
May / June 2026	Framework Application <i>Department Heads + City Manager's Office</i> Departments begin applying the framework by refining objectives, drafting key results, and documenting data gaps with coaching from the City Manager's Office.
July / August 2026	Data Steward Technical Training <i>Department Data Stewards</i> Data stewards are trained on their roles, the City's data strategy, baseline documentation methods, and the dashboard and validation tools they will use.
August / September 2026	Measurement Development <i>Department Heads + Data Stewards</i> Departments jointly refine indicators, collect baseline data, review draft key results, and test early dashboard prototypes with initial data feeds.
September / October 2026	SacramentoSTAT Readiness <i>Department Heads + Data Stewards + City Manager's Office</i>

Departments conduct a mock stat meeting, finalize first-quarter key results, and share a public dashboard prototype with Council as they prepare for the first live cycle.

Months 7–24: Scale & Institutionalize

The following phases are planned at a higher level. Detail will be added on a rolling basis as Year 1 learning informs the approach.

October 2026 to March 2027	Launch SacramentoSTAT The City conducts its first full quarterly STAT cycle with pilot departments, finalizes and tracks key results, launches the public dashboard, and continuously refines the framework and metrics based on department feedback.
April to June 2027	Evaluate & Refine A structured after-action review of the Year 1 pilot identifies pain points, simplifies the framework, updates implementation guidance and documentation, and prepares the organization for enterprise rollout.
July to December 2027	Enterprise Rollout Remaining City departments are onboarded in waves, complete onboarding workshops, define objectives and key results, join the quarterly STAT cycle, and receive mentorship from pilot department leads.
January to March 2028	Institutionalization An enterprise-wide transparency dashboard is launched, performance expectations are embedded in department head evaluations, an annual performance report is published, and SacramentoSTAT becomes the City’s standard operating model.

What Comes Next

The framework presented today is the first phase of Sacramento’s performance management system. It establishes the **qualitative** architecture — the direction, the commitments, the bodies of work. What it does not yet include is the **measurement** layer: the data that will tell the City and the public whether the initiatives are actually making a difference.

Alongside the measurement work, the City will build out the resident-facing layer of this framework — simplifying how priorities are communicated, publishing dashboards in plain language, and establishing structured feedback loops with cultural chambers, community-based organizations, and residents. The intent is for any resident to be able to read the plan, understand what the City is working on, and see whether progress is being made — and for the residents most impacted to inform that work.

That layer will be developed next, with departments over the summer and fall of 2026:

Key Results

Measurable, time-bound performance targets specifying what each body of work will achieve and by when. These answer the central question: did this initiative make a difference for people?

Performance Measures

Departmental data providing ongoing visibility into program effectiveness, reviewed regularly through SacramentoSTAT.

The measurement layers will be incorporated into the complete structure as follows:

Priority → Vision → Focus Area → Objectives → Strategic Initiatives **[+ Key Results]**
→ Milestones **[+ Performance Measures]**

Council will receive quarterly updates on implementation progress.

Staff anticipates presenting the next update in October 2026. Updates will report on milestone completion, key results development, emerging data, and any adjustments to the implementation approach. When complete, we envision that each initiative will carry a measurable commitment and departments will be reviewed regularly on their progress through SacramentoSTAT.

APPENDIX: Lead and Supporting Departments Key

The FY2026/27 Priorities Strategic Workplan uses the following terms and acronyms:

Lead Department: Owns delivery of the initiative and is accountable for results.

Supporting Department: Contributes resources, expertise, or coordination in service of the initiative.

Department Legend:

CAO	City Attorney's Office
CCS	Department of Convention & Cultural Services
CDD	Community Development Department
CMO	City Manager's Office
DCR	Department of Community Response
DOU	Department of Utilities
EDD	Economic Development Department
FIN	Department of Finance
Fire	Fire Department
HR	Department of Human Resources
IT	Department of Information Technology
PD	Police Department
PW	Department of Public Works
SHRA	Sacramento Housing and Redevelopment Agency
YPCE	Department of Youth, Parks, & Community Enrichment